Hereford & Worcester Fire Authority
Audit and Standards Committee
19 July 2023

Report of the Deputy Chief Fire Officer - Director of Response

Risk Management and Strategic Risk Register – Annual Update

Purpose of report

1.   To provide an annual update on the Risk Management Framework and Strategic Risk Register.

Recommendation

It is recommended that the Committee note the contents of this report.

Background

2.   The Organisational Risk Management Service Policy Instruction (SPI) has been published. This supports the identification and treatment of corporate risks within the Authority. These are usually identified through an escalation process within the departmental risk registers.

3.   The Organisational Risk Management Policy, Version 5, was published following a full review and consultation in October 2021. The review was completed in line with the ISO standards 31000/2018 and IEC 31010/2019 for corporate risk management.

4.   The overall objective of the Risk Management Framework is to ensure that the Authority identifies strategic risks and applies the most appropriate and cost-effective control mechanisms to manage those risks wherever possible. It also provides a robust audit trail for how the Service has considered and mitigated those risks, should an issue be subject to scrutiny.

5.   Department Heads are responsible for the completion of a quarterly risk register review, with support from the Emergency Planning and Resilience Officer (EPRO).

6.   The Strategic Risk Register (SRR) is reviewed at a Strategic Leadership Board (SLB) meeting at the end of each quarter and is collectively owned by SLB and supported by the EPRO.

West Mercia Local Resilience Forum (WMLRF)

7.   WMLRF is a multi-agency group comprising of bodies within West Mercia including Local Authorities, national and local health agencies, the three emergency services and the Environment Agency, among others. The purpose

of the LRF is to ensure effective delivery of the duties of the Civil Contingencies Act (CCA) 2004, which includes risk assessment. This requires partner agencies to assess local risks, undertake planning and co-ordinate resources so they can respond effectively when incidents do occur. The LRF acts not only as a reliable conduit for information on risks providing a multi-agency planning forum, but also assists in testing and responding to the type of events that are likely to affect our communities and pose business continuity issues for the Fire and Rescue Service.

8. The National Security and Risk Assessment (NSRA) 2022 is a national document intended to capture the range of emergencies that may have an impact on all, or significant parts, of the UK as well as local and internal risks. The NSRA informs the Community Risk Register held by the WMLRF Risk Assessment Working Group and this information is used to inform decision making on risk management. The newest iteration of the NSRA came out in October 2022 and the WMLRF Risk Assessment Working Group (RAWG) is currently undertaking reviews of each risk if applicable.

9. SLB consider emerging local risks from the Local and Community Risk Registers within the LRF which may become SRR issues in the future. The SRR also acknowledges departmental, project and partnership risks where relevant.

Strategic Risk Register (SRR)

10. The SRR is the overarching document that looks at the highest impact risks to the Service. The highest and/or most prevalent risks from departmental risk registers can be elevated to the SRR as appropriate, through the discussion held at SLB as a standard quarterly agenda item.

11. Identified risks should normally either be eliminated or reduced to an acceptable level, with systems in place to monitor and report against this. All risks at each level are evaluated by the responsible manager for that area, normally a Department Head. The residual risk after control measures have been implemented, where possible, is then recorded in the risk register.

12. In Q1 2021 all department risk registers implemented generic risks to standardise departmental risk management across the organisation. The risk descriptions were developed by identifying common themes in the previous risk registers and with input from all risk register owners.

     The finalised generic risks are:

     i)   Short term loss of staff,
     ii) Long term loss of staff,
     iii) Loss of site,
     iv) Damage, loss, unauthorized access or inappropriate management of physical or electronic data
     v)   Total or partial loss of ICT services, Including third party applications.

13. The quarterly reviews meet the requirements of the Audit and Standards Committee to monitor and review the Authority's organisational risk management arrangements.

14. Each strategic risk has either a Business Continuity Plan (BCP) or policy linked to the risk; these plans or policies provide control measures and steps to mitigate against those risks, e.g. dealing with the death of a member of staff, severe weather, pandemic, fuel shortages, etc. plan and policies are reviewed approximately every three-five years or earlier following live events or exercises identifying learning.

15. The Business Continuity SPI, outlines the requirements of BCPs. The policy requires Strategic level BCPs to be reviewed every three years, or after a related business continuity event. The SPI version 1.4 was published in June 2022 and aligns closely to ISO standard and the Fire Standards Board standard for Emergency Preparedness and Resilience.

16. The overall responsibility for ensuring risks are managed effectively lies with the Authority as professionally advised by Senior Officers. The live SRR outlines to Members the risk scoring for both impact and likelihood of each identified risk based on a matrix agreed by SLB and held in the Organisational Risk Management SPI.

Changes from 2021/2022

17. Five strategic risks were archived this year including:

- In Q3 2022-23 SRR2a 'Loss of Section 31 National Resilience Grant'
  Archived 21/02/2023:
  Rationale: Formal notification of withdrawal of grant yet to be received however informal notification indicates loss of grant (£600k) by April 2024. Therefore, this is will now be archived - risk management now covered by SRR2

- SRR2B 'Significant inflation pressures including pay awards no longer being sustainable within current resource projections'
  This risk was identified and added to the SRR on 09/08/2022
  Archived 02/05/2023:
  Rationale - Pay award now known and is being accounted for. Active planning to align future expenditure with current resource projections

- SRR13 'Uncertainty in the delivery of the Emergency Services Network (ESN). In terms of quality, timescales and cost and the resultant requirement to sustain Airwave beyond the current planned shutdown date at the end of 2026 with option to extend a further 2 years.'
  Archived 17/10/2022

Rationale: Delivery of ESN voice and data has been paused pending re-lotting with deployment teams stood down until at least 2025. The program has provided assurances that Airwave will not be shut down until ESN provides sufficient functionality and is operationally safe for the emergency services.

- SRR14 "HMI Cause for Concern - Escalated from Department Risk PRE001a Notes that the Service needs to provide: a) an effective system to define the levels of risk in the community b) the development and delivery of a prevention strategy that prioritises the people most at risk of fire and ensures that work to reduce risk is proportionate. c) the review of systems and processes for dealing with referrals from partner agencies. This is to make sure they are managed effectively and the backlog of safe and well visits is reduced and resourced in accordance with risk. Action plan is being created to address shortfalls - due by 31st August 2021."
Archived 21/02/2023:
Rationale: Final review and report stated the cause for concern has been discharged.

18.   One newly identified risk (SRR15) was added this year relating to an illegal waste site.

Conclusion/Summary

19.   The Strategic Risk Register and Departmental Risk Registers are a method for continual monitoring and reviewing the services risks by SLB and middle managers, informing the service's objectives and business goals.

20.   The Authority's Strategic Risk Register is formally reported to Members annually, with significant changes being reported to the Audit and Standards Committee in a risk update.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	N/A
Strategic Policy Links & Core Code of Ethics (identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	Proposals support the Business Continuity SPI, Organisational Risk Management Policy, which broadly support the three core strategies.

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Risks documented and reviewed in the Strategic and Departmental Risk Registers
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	N/A

Supporting Information
Appendix 1 – Summary of the Strategic Risk Register 2022/2023

Summary of the Strategic Risk Register – Active Risks
This section is not for publication
The full details of the register are available via EPRO.

Strategic risk code	Consequences	Description of actions already taken or controls in place to mitigate the risk.	Residual score (April 2023)
SRR1 **A widespread event or situation that leads to a significant loss of workforce in the workplace**	Inability to deliver core purpose and over a longer term the inability to maintain core systems and/or deliver Service infrastructure and obligations (e.g. financial, legislative, departmental such as Fleet and ICT)	All Actions here are generic that are elaborated upon in the sub risks specific to this category. 1. Business Continuity Plans as outlined in the specific sub risks below. 2. Section 13/16 agreements that will mitigate a certain loss of workforce 3. Temporary Staffing arrangements 4. National Guidelines 5. regular Meetings with relevant stakeholders or Rep Bodies 6. Business continuity plans	6 Low/ Medium
SRR1A **Major ill health epidemic affecting service levels**	Loss of a percentage of front line and/or support staff resulting in a reduction or loss in the ability to deliver the service that Hereford and Worcester Fire and Rescue Service provides, including but not exhaustive to Prevention and Service Delivery	1. Business Continuity Plans including pandemic influenza and severe weather plans. 2. NHS prioritisation of specific emergency service workers allows selective members of staff to be immunised. 3. Temporary staff arrangements either from temp agencies (support staff) or national brigades. 4. Section 13/16 agreements that are in place	6 Low/ Medium
SRR1B **Severe weather event(s) affecting service delivery**	1) Loss of a percentage of staff due to several factors including but not exhaustive to: a) Inability for staff to travel into work b) School closures leading to a reduction in service delivery	1. Business Continuity Plans to deal with severe weather and flooding 2. National mutual aid arrangements and Over the Border agreements between Fire and Rescue Services for Mutual Aid are in place (However, if severe weather is regionalised this may not be possible)	6 Low/ Medium
SRR1C **Industrial disputes**	1) Strike action for an unknown period of time of a percentage of frontline and or support staff 2) A period of action short of strike for an indefinite period of time which may result in a loss of extra activities such as but not including overtime. These may potentially result in an inability to provide services to the public as outlined in the FRSA 2004	1. Regular meetings with Representative Bodies to proactively maintain working relationships' 2. National Guidelines 3. Constant review of actions and guidelines 4. Business Continuity Plan for Industrial Action 5. National and Local Resilience Forum briefings 6. Work with National Joint Council 7. Industrial Action Management Group meetings and pre-planning 8. A review of the impact of the decision of the judges' legal case on pensions.	4 Low
SRR1D **Inability to recruit or retain key parts of the workforce.**	An inability to deliver and maintain core functions and systems, and/or significant impact on service delivery in core areas	1. Cover arrangements for stations if appliances are OTR. 2. BCP for loss of key departments or provisions for maintaining service provision. 3. Changes to Recruit training to create a more flexible approach to training to allow less impact on RDS Primary employment.	6 Low/ Medium

		4. Section 13/16 agreements to facilitate service provision. 5. There is currently an ICT audit underway to review workloads and staffing.	
SRR2 **Continuous pressure of reductions in real terms of grants and/or other income affecting service delivery**	1) Unable to deliver the same level of service/ Reduction in service 2) Having to source funding from elsewhere 3) Potential redundancies/ voluntary redundancies	1. Good financial planning and horizon scanning for future developments in Budget constraints 2. Strategic planning to ensure ground work is done to prepare for budget alterations rather than react. 3. Vigilant to future implications through monitoring 4. Senior Management Board team preplanning options 5. Meeting the challenge workshops with all staff 6. Integrated Risk Management Plan refers and Service streamlining. Note: Residual risk is the same as inherent risk because neither likelihood or impact are changed by the control measures 7. HWFRS efficiency plan has now been submitted and confirmed by the Government.	15 High
SRR2B **Significant inflation pressures including pay awards no longer being sustainable within current resource projections**	Same as SRR2	working with home office and NFCC to lobby for CSR revision to take account of revised cost base (other controls for SRR2)	15 High
SRR3 **Death or serious injury of a member of staff whilst at work as a result of their work activities**	1) Impact on other employees carrying out similar duties (e.g. Driving) 2) Reputational loss 3) Investigations and legal proceedings and prosecutions. 4) Financial implications of claims 5) Departmental resilience issues	1. Professional training standards & Role maps being developed and maintained 2. High quality of training in work related activities and quality PPE provision when required 3. Robust Health and Safety Arrangements (Policies and Training in place) with current and up to date Risk Assessments for all work-based activities. 4. Procedures in place for dealing with a range of generic work-based activities 5. Legislation and Governance 6. National, Regional and Local Frameworks 7. Risk Management 8. Asset Management 9. Internal Assurance	12 Medium/High
SRR4 **Significant changes to national policy which mean local reaction outside of planned work loads**	1) Not correctly adhering to national policy which could mean that Hereford and Worcester Fire and Rescue Service are not fulfilling statutory or legal or moral duties, under one or more national policies.	1. Horizon scanning through Chief Fire Officers Association, Local Government Association and other networks. 2. Cultural acceptance of the need to be flexible. 3. Limited reserves to use on unplanned or unforeseen work. 4. Maintenance of local and regional 'decision influence' networks.	12 Medium/High
SRR8 **Local or national loss of data and intelligence as a result of a cyber security attack**	Currently Unknown	1) cyber security patches always being updated 2) NSCC release warnings 3) ROCU training of SLB on cyber risks 4) Attacks are dynamic and frequently evolving, being proactive is difficult.	12 Medium/High
SRR9 **Death of a member of staff as a consequence of an operational incident**	1) Impact on other employees carrying out similar duties (e.g. BA wearing). 2) Reputational loss 3) Governmental and HSE scrutiny 4) Investigations and legal proceedings and	1. Professional training standards & Role maps being developed and maintained 2. High quality operational equipment and Personal Protective Equipment alongside robust Health and Safety Arrangements (Policies and Training in place) 3.Operational procedures and Standard Operating Procedures 4. Firefighter Safety remaining the top Organisational objective	8 Medium

	prosecutions. 5) Financial implications of claims made 6)Workforce loss of confidence in organisation 7) Media Scrutiny	5. Major Event Response Protocol in place and up to date 6. Legislation and Governance 7. National, Regional and Local Frameworks 8. Risk Management 9. Asset Management 10. Internal Operational Assurance	
SRR10 **Death or serious injury of Member of Public through Service activities**	1) Impact on other employees carrying out similar duties (e.g. Driving). 2) Reputational loss 3) Investigations, legal proceedings and prosecutions. 4) Financial implications of claims made 5) Departmental resilience issues	1. Professional training standards & Role maps being developed and maintained 2. Risk management- Gap analysis - using past incidents to tailor training and development 2. High quality operational equipment and Personal Protective Equipment 3.Operational Procedures and Standard Operating Procedures being reviewed and adhered to 4. Robust Health and Safety Arrangements including Policy and Training 5. Major Event Response Protocol in place. 6. Graded Response Policy	8 Medium
SRR12 **Legal challenge to Service's stance on suspending immediate detriment payments relating to Sargeant McCloud case.**	-high cost implications either outcome -time consuming internal dispute resolution	MOU received from LGA and FBU agreed by SMB to adopt MOU - MOU now suspended by SLB due to government directive. SLB members taking national lead at LGA and NFCC.	4 Low
SRR15 **Significant Fire occurring at illegal waste site**	a. Significant fire that could cause a prolonged response from FRS and multi-agency partners with long term impacts on surrounding communities and business. b. conflicting priorities or policies between LRF partner agencies leading to delay in response and loss of public confidence. c. Significant draw on FRS resource with high financial cost, impact on staff availability, alongside potential damage to public confidence among local communities.	a. Internal response plan and water plan. b. LRF response plan working group c. LRF dismantle and enforcement group. d. Engagement with site owner to provide advice on reducing fire risk e. LRF strategic leadership briefing	16 High